

Approved For Release 2004/05/12 : CIA-RDP86M00612R000100050068-5

Memorandum

TO : Dr. William Wollenberg
DOD TOD Representative

DATE: 4 January 1968

25X1 FROM :

In reply refer to
PL/002/68

SUBJECT: Target Oriented Display (TOD) (U)

1. Reference is made to your 22 December 1967 memorandum, subject as above. As already indicated to you on numerous occasions since the inception of the TOD effort last spring, it is impossible to equate CCP costs to substantive categories of information derived through SIGINT.
2. Although it is true that the communications of various organizational entities are involved, it would be a gross distortion to assume that the cost of SIGINT information on a subject or subjects concerning an organization are one and the same, as your proposed methodology would have it. The nature of the SIGINT effort provides for equation between costs and target communications and the latter seldom correlate in any direct and predictable manner to a particular type of substantive information. Further definition is no more meaningful than it would be to attempt to determine what part of the cost involved in developing and maintaining a detection system pertains to the detection of a single given type of object. It is our desire to cooperate with the DOD and other elements of the government in fulfilling an objective which is useful to the department and/or the government as a whole. In this case, we see no useful purpose being served in attempting to equate that which is not equatable, to say nothing of doing it arbitrarily so that figures can be compared in a perspective for which the figures are not compatible. Accordingly, we continue to feel that we cannot provide cost figures for table c and d. As we have said repeatedly, the cost data which we can provide would be those derivable from the CCP. They would be understood throughout the community, traceable back to the CCP, and therefore readily explainable.

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3. We are concerned that the objective of the procedure outlined in the reference seems to be to generate a set of figures, regardless of validity, based on a methodology which will introduce major distortions at the outset, and which figures cannot be related to actual SIGINT processing and analytic efforts. The problem which this and other similar procedures seeks to evade is that the U.S. SIGINT effort has no control over the numbers, types, and content of messages passed by foreign communicators over available radio circuits. While some few foreign communications entities pass relatively consistent traffic content limited to a few substantive intelligence topics, these represent the exception to normal practice, and not the rule as implied by the proposed arbitrary allocation procedure in the reference.

FHLSE

[Redacted]
NSA TOD Representative

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cc: D1
D3
D5
P02

Asst. DIR for Special Intelligence DDR&E ([Redacted])
Special Activities, Deputy Asst. Secretary (COMP)

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19 December 1967

MEMORANDUM FOR : Mr. Parrott

SUBJECT : Staffing for TOD Data Analysis

1. The purpose of this memorandum is to provide for you in rather broad outline an initial perspective of the general size and scope of the information handling effort which is entailed in our responsibility for the collation of data that will be coming to our office in the form of TOD submissions from all of the varied units, activities, projects, etc. within the four intelligence programs called upon to submit data to us.

2. To give you the conclusions at the outset: First, TOD entails a very considerable collation and recapitulation effort of such magnitude that it will require a substantial amount of assistance from computers even for the initial exercise. Second, although we are having excellent cooperation from OCS, we are a long way from being able to turn our collation problems over to the machines and simply wait for them to answer and this will never be possible. Even with maximum help from machines, there is a very sizeable analytic processing effort that we must do ourselves.

3. In order to carry this out, this memorandum recommends that we turn [] into a full-time analyst and relieve her from all secretarial and administrative support type functions. This in effect means that I am requesting that another person be provided in [] present slot to perform secretarial work for [] and that a new analyst slot be provided for []

4. Perhaps the best way to illustrate the magnitude of our collation analysis effort is to list the variables which have been built into the TOD tables.

- a. We are dealing with complete data sets for 2 separate fiscal years.
- b. Our data is grouped into 4 principal programs.
- c. There are 250-300 discrete reporting entities within the four programs.
- d. There are 13 geographic target areas or countries.
- e. There are 5 subject targets within each geographic area.
- f. Within the "Military Subject" target, there are 9 military/ target subdivisions.

- g. There are 7 intelligence function categories and within them are:
 - 1. 16 Collection subcategories.
 - 2. 17 Information Processing subcategories.
 - 3. 19 R&D subcategories.
 - 4. 4 General Support subcategories.
- h. A general distinction is made between targeted and untargeted resources.
- i. There are 3 cost categories (R&D, Investment, Expenses).
- j. There are 2 resource subdivisions (Dollars and Man Years) which apply to all other subdivisions.

5. The foregoing tabulation indicates that the numbers of ways in which TOD data may be manipulated are potentially very large. While the initial TOD report cannot possibly respond to all of these, Wally Seidel and I are now at work to try to identify the selected relationships which we think should be highlighted in the initial TOD report. In moving ahead, we must continue to make a considerable analytical effort to guide OCS in programming these alternatives. One new analytical effort, therefore, for which we require additional help, is that of dealing with the substantive issues of resource relationships and making judgments which OCS can act upon.

6. A further new analytical problem which we face is that of keeping track of the data submissions. We must keep informed of who has reported and who hasn't. We have to keep some form of running visual record of this. Beyond that, we must make some sort of initial appraisal of the contents of each report -- preferably before it goes on the computer -- in order to satisfy ourselves that the information reported seems reasonably responsive and consistent with what we thought we asked for and compatible with what other reporting entities are telling us. That is, there is a need to make an initial rough-and-ready substantive evaluation of each submission, to serve as a screening mechanism, so that the data we do enter in our records is, hopefully, free of apparent major distortions. As we find distortions or questions, each needs to be referred back separately through channels to the submitting entity to clarify the submission. This requires an analytical substantive competence.

7. We should anticipate that in this first effort there will be difficulties and delays in recovering information which is to be key punched into computers. In order to provide a reasonably prompt

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subject matter and can clearly perform satisfactorily in a professional role.

11. I anticipate that the bulk of the TOD returns will be received in the latter part of January, and our peak analytical burden will commence in February and continue through the spring. As soon as we have been able to present and obtain a reaction from the Principals on the first TOD report, the TOD Committee is likely to be asked to prepare the call for the second round of submissions; this was agreed in principle when Selin and Hoffmann met with us in October. Therefore, I do not think we should anticipate that our need for increased analytical staff is a temporary thing; if TOD is reasonably successful, we should anticipate a continuing and probably increasing need for professional competence to handle the data.

12. I am attaching an informal letter from [redacted] which will indicate to you his initial reactions to the TOD tables and instructions which I sent him through the DCS office some time ago. As you will see from his letter, he has no doubt about the size of the analytical task which faces us.

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13. I recommend that you urge the DCI Administrative Officer to act as promptly as reasonably possible to verify our requirement and to put the proper wheels in motion to move [redacted] to professional duties and provide secretarial replacement.

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[redacted]
A/D/DCI/NIPE

Attachment: